Iraq Governance Strengthening Project (Taqadum)

Quarterly Performance Report (Y1Q4)

July 1, 2012 – September 30, 2012

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SUBMITTED BY CHEMONICS INTERNATIONAL
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DISCLAIMER

Contents

ACRONYMS

ARDP	Accelerated Reconstruction and Development Project
C1	Component 1: Institutional Strengthening
C2	Component 2: Executive Oversight
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
COR	Chamber of Representatives
CSD	Citizen Service Desk
CSI	Citizen Satisfaction Index
CSO	Civil Society Organization
CSS	Citizen Satisfaction Survey
DC	District Council
DCOP	Deputy Chief of Party
ESD	Essential Service Delivery
ESDO	Essential Service Delivery Oversight
F-HH	Female-Headed Household
FO	Field Office
FY	Fiscal Year
GEI	Government Effectiveness Index
GO	Governor's Office
GOI	Government of Iraq
IDP	Internally Displaced Person
IR	Intermediate Result
M&E	Monitoring & Evaluation
MOF	Ministry of Finance
MOP	Ministry of Planning
MSPA	Ministry of State for Provincial Affairs
NC	Neighborhood Council
NDP	National Development Plan
NGO	Non-Governmental Organization
OSTP	Organizational Self-assessment and Transformation Program
PC	Provincial Council
PDP	Provincial Development Plan
PDS	Provincial Development Strategy
PMP	Performance Monitoring Plan
PPL	Priority Project List
SOP	Standard Operating Procedures
Taqadum	Governance Strengthening Project
USAID	United States Agency for International Development
USG	United States Government

SUMMARY

As per Section F.7A (a) of Contract AID-267-C-11-00006 this Quarterly Performance Report summarizes the activities and accomplishments of the Iraq Governance Strengthening Project (Taqadum) for the fourth quarter of FY2011 from July 1, 2012 to September 30, 2012, and provides a schedule of anticipated activities for the next quarter.

This quarter, Taqadum worked with Provincial Councils to identify barriers to Provincial Development Strategy (PDS) development and presented these findings to the Ministry of Planning (MOP). Taqadum then held a national workshop in September, *Provincial Development Strategies: Building Bridges of Cooperation between Central and Provincial Governments,* to discuss possible remedies including the development of a manual or guidebook on strategy development, and planning and budgeting. The workshop brought together 70 provincial and central government officials (including 12 female officials), and built upon Taqadum's *Provincial Development Strategy National Workshop* held last June. Taqadum will continue to support this effort during the next quarter.

Ms. Anwar Bunni, General Director for International Cooperation at the MOP, addresses participants on the first day of Taqadum's national workshop in September

Taqadum conducted two-day regional *Communications and Community Outreach* trainings in Baghdad, Babil, and Erbil for 57 Provincial Councils (PC) and Governor's Office (GO) media staff from the 15 provinces. At the request of Mr. Ali Dabagh, State Minister and spokesman for the Prime Minister, Taqadum also presented a one-day version of the training for 20 media staff from the central ministries. Minister Dabagh and Mr. Ibrahim Hasan Marouf, Media Advisor for the General Secretariat of the Council of Ministers (COMSEC) attended the training.

Taqadum assessed the provincial budgeting process and usage of the Governorate Accounting and Project Information Tracking System (GAPTIS) in 15 provinces this quarter. Taqadum shared the report of the key findings and recommendations with the USAID Capacity Building Office (CBO) and will share the report with USAID-Tarabot and the UNDP next quarter.

Taqadum established an Organizational Self-assessment and Transformation program (OSTP) team in Ninawa this quarter, the project's fifth team overall, and introduced the OSTP concept to officials in Basrah. Additionally, three teams received self-assessment and data-collection training. Four teams were established last quarter with one receiving the five-day self-assessment and data collection training. Taqadum is supporting the data collection process and development of self-assessment benchmark reports in the coming quarter.

Taqadum surveyed provincial government mechanisms for citizen engagement in seven provinces and identified areas for improvement and assistance. Provincial officials welcomed Taqadum support in this area, and the project is developing a plan to improve mechanisms, and to provide tools for encouraging greater citizen participation. Next quarter, Taqadum will review this plan with stakeholders and begin providing assistance in the seven provinces. Taqadum will begin surveying the remaining provinces in the coming quarter.

Taqadum gained support for establishing joint PC-GO Essential Service Delivery and Oversight (ESDO) units in four provinces, initiated a review of Service Delivery Performance Standards (SDPS) in six provinces, and assessed the process and efficiency of addressing citizen complaints by Citizen Service Desks (CSDs) in four provinces.

Taqadum recruited and hired 34 new project staff during this quarter. Of the 129 planned positions on the project, 72% have been filled. Taqadum has established embedded teams within all of the 15 target provinces. The remaining embedded teams will be established and the project will be fully staffed next quarter.

Six members of the Baghdad Provincial Council participated in USAID-Taqadum's national weekend workshop on September 27-29, 2012. (L to R) Mr. Mohamed Ruba'ai, Chair, Strategic Planning Committee; Dr. Abbas Hamdani, Chair, Agriculture Committee; Mr. Ali Attar, Chair, Construction Committee; Mr. Sabar Sa'adi, Chair, Legal Committee; Mr. Salah Jaza'ari, Chair, Religious Affairs Committee; Dr. Issam Obeidi, Chair, Tourism and Antiquities Committee

At the end of this quarter, Taqadum conducted a three-day workshop to provide training and orientation to program staff from 15 provinces. Staff benefitted from an in-depth review of the Year 2 Workplan and activity planning presentations and exercises designed to enhance their understanding and capacity to develop and implement activities. The workshop also provided an opportunity to provide detailed training on project performance indicators, M&E, documentation standards, and other requirements and procedures.

Six influential members of the Baghdad PC attended the workshop, actively participating in discussions of the Year 2 Work Plan and providing additional input on the capacity building priorities of provincial governments. Taqadum gained stakeholder buy-in during the

development of the Year 2 work plan by engaging provincial leaders and their continued input and support is invaluable to the project.

FOURTH QUARTER ACTIVITIES

Component I:

1.1: Organizational Self-assessment and Transformation Program (OSTP)

Last quarter, Taqadum established OSTP teams in Babil, Baghdad, Karbala, and Kirkuk (Phase 1, Step 1) and conducted the five-day self-assessment training (Phase 1, Step 2) for the Babil OSTP team. This quarter, Taqadum conducted the five-day training for the three remaining teams, and the Babil and Karbala teams also completed their organizational self-assessment and data collection (Phase 2, Step 1).

Taqadum established an OSTP team (OSTP Phase 1, Step 1) in Ninawa this quarter and introduced the OSTP concept to senior officials in the Basrah GO, including the First Deputy Governor. Officials appointed staff to lead the OSTP effort in the Basrah GO beginning with the establishment of an OSTP team next month.

	Phase 1, Step 1 Establish OSTP Team	Phase 1, Step II Self-Assessment Workshop	Phase 2, Step 1 Self-Assessment Data Collection	Phase 2, Step 2 Data Review & Analysis Workshop	Phase 2, Step 3 Reporting to Stakeholders
Baghdad	Q3	**Q4**	**Q4**	Q5	
Babil	Q3	Q3	**Q4**	Q5	Q5
Karbala	Q3	**Q4**	**Q4**	Q5	
Kirkuk	Q3	**Q4**	**Q4**	Q5	
Ninawa	**Q4**	Q5	Q5		
Basrah	Q5[1]	Q5	Q5		

1.2: Capacity Building of Local Government Associations (LGAs)

Taqadum surveyed 24 PC members from 11 provinces on their views about the current and potential value of local governance associations (LGAs). In particular, Taqadum is seeking to understand which services LGAs might offer to attract local government participation and revenues (dues), and to improve sustainability. Responses indicated significant demand for an umbrella organization, providing advocacy of provincial interests to central government. Providing networking opportunities for sharing experiences and lessons learned was also a priority LGA service identified by respondents.

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[1] Planned for Year 2, first quarter

This quarter, Taqadum also assessed the capacity of existing national and regional organizations aligned with LGA objectives with specific focus on management capacity, legal status, structure, and mission. This assessment will inform Taqadum's LGA development strategy. The assessment describes the challenges and constraints confronting the formation of an umbrella LGA, and provides recommendations. Taqadum prepared a draft concept paper and action plan for the formation of sustainable LGAs that will be discussed with stakeholders in the coming quarter.

The *Law of Governorates not Incorporated into a Region* (Law 21) and its amendments are of central interest to LGAs and the provincial governments they serve. The law defines the powers and authorities of provincial governments. Last quarter, Taqadum commissioned five Iraqi civil society organizations to interpret and clarify five controversial or ambiguous areas of Law 21: 1) Inter-Government Relationships, 2) Legislative Authority, 3) Planning, 4) Budgeting, And 5) Monitoring. This quarter, Taqadum reviewed and consolidated the reports into a draft document that will be shared with government officials in a workshop next quarter.

1.3: Establishing Policy Units in GOs

Taqadum staff met with Tarabot Project staff and with central-ministry policy units to discuss how provincial policy units might support and synchronize with ministerial policy units. The formation of provincial policy units will begin next quarter.

1.4: Governorates Accounting and Project Tracking Information System (GAPTIS) and Financial Management

Taqadum assessed the usage of the Governorate Accounting Project Tracking Information System (GAPTIS) in 15 provinces and completed a final report. In preparation for the assessment, Taqadum conducted two regional GAPTIS and budgeting assessment workshops to introduce Taqadum staff to the assessment objectives, methodology, structure, and procedures.

The assessment provided information on the current status of GAPTIS use and viability of GAPTIS in light of the Ministry of Planning (MOP) rollout of the Iraq Development Management System (IDMS). The assessment results and possible integration of GAPTIS and IDMS will determine Taqadum assistance in this area in Year 2.

A Babil GO GAPTIS team member discusses use of the system with Taqadum staff

1.5: Improved Budget Accountability

In conjunction with the GAPTIS assessment (1.4, referenced above), Taqadum assessed the provincial budgeting process in 15 provinces. Information gathered during the assessment on the current systems being used and knowledge gaps will be used to establish a baseline for focused technical interventions and capacity building.

1.6: Improved Capital Projects Planning Cycle

Taqadum provided technical assistance to 11 provincial governments on the development of the PDS after last quarter's *Provincial Development Strategies National Workshop*. Taqadum staff

worked closely with officials in Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Muthanna, Najaf, Ninawa, Salah ad Din, and Wasit in the development and review of the 2013-2017 PDS document. During this process, Taqadum staff gained insight on issues and challenges impacting the provinces in the development of their PDS. MOP addressed these issues during the Taqadum three-day national workshop, *Provincial Development Strategies: Building Bridges of Cooperation between Central and Provincial Governments*. Seventy provincial and central

Taqadum's Dhi Qar Provincial Coordinator (L) meets with Mr. Ahmed Taha, Chair of the Dhi Qar PC Strategic Planning Committee

government officials met to discuss possible solutions and the need for a strategy development and planning and budgeting manual for the provinces. Taqadum will support this effort further in the next quarter.

The Integrated Development Planning and Budgeting (IDP/B) charette (established in Baghdad as a result of Taqadum's workshop last quarter) concluded this quarter. The charette provided Baghdad PC and GO and MOP staff with a review of the strategic planning process, Provincial Development Planning (PDP) process, and criteria for developing a Priority Project List (PPL). Upon completion of the charette, Taqadum facilitated a meeting that brought together 22 Baghdad PC and GO officials to review and discuss Baghdad's 2013 PPL. Participants were able to utilize the knowledge gained about the PDP process and PPL criteria during the charette and to make recommendations that will improve upon the current PPL process.

In Wasit, Taqadum's Budget Specialist provided technical assistance to the Director of the GO's Planning and Follow-up Unit, Mr. Rahman Kamil Aagoul, in the capital budget formulation process and PPL criteria. Taqadum's Budgeting Specialist explained MOP and Ministry of Finance (MOF) instructions regarding PPL development, the legal framework that governs the PPL process, and the criteria used to determine the 2013 Accelerated Reconstruction and

Development Projects (ARDP) budget for Wasit. Taqadum will work with the capital budget formulation committee to clarify the process for formulating the budget that will fund the PPL.

1.7: Provincial Communication — PCs and GOs

Taqadum conducted three two-day regional Communications and Community Outreach trainings in Baghdad, Babil, and Erbil for 57 media staff from the PCs and GOs of 15 provinces. Taqadum also conducted a condensed one-day version of the training for 20 media staff from the central ministries. Minister Dabagh and Mr. Ibrahim Hasan Marouf, Media Advisor for the General Secretariat of the Council of Ministers (COMSEC) also attended the training.

Project staff provided a Training of Trainers (TOT) session to media staff from the Najaf PC and GO in response to a request from the media staff to support them in acquiring the skills necessary to share the information and skills learned with colleagues who were unable to attend the Taqadum training. Taqadum will support TOT participants in using their newly acquired skills to train media staff in the Najaf PC and GO in the coming quarter.

The project also delivered a communications and outreach presentation to Diyala's PC Chair, Mr. Talib Mohammad Hasan. The presentation included the strategic planning process, implementation and monitoring, and creating a vision and mission for the province. The presentation was repeated for Diyala's Deputy Governor for Administrative Affairs, Mr. Hafudh Abdulaziz Jumaa, and PC and GO staff. Diyala officials requested that Taqadum continue to provide support in increasing the communications and outreach capacities of the PC and GO.

1.8: Provincial Communication to Central Government

This activity is related to communicating executive service issues to central ministries and is considered a subset of Component 2. It will be removed in the revised Year 2 Work Plan to be submitted November 15, 2012.

1.9: Effective Citizen Participation

Taqadum discussed the current mechanisms used for citizen outreach and to promote citizen participation with PC and GO officials and media staff in Anbar, Babil, Baghdad, Diwaniyah, Diyala, Karbala, Maysan, Najaf, and Wasit. Seven of the provinces participated in the Taqadum survey of citizen outreach and participation mechanisms, which was designed to gauge the frequency and methods used by the PC and GO to reach out to citizens and promote greater citizen participation. Because

Mrs. Shatha Hadi, Manager of the Baghdad GO Media and Public Relations Section, describes citizen outreach tools used by the GO

results varied between provinces, Taqadum is developing a tailored strategy to address the identified areas for improvement in each province.

1.10: Governance Effectiveness Index

Taqadum drafted a tool to measure governance effectiveness, which is being reviewed internally and is scheduled to be shared with provincial government stakeholders next month.

Component II:

2.1 Service Delivery Performance Standards (SDPS)

Taqadum examined and evaluated existing SDPS with officials from Anbar, Babil, Baghdad, Diwaniyah, Ninawa, and Wasit. Taqadum's SDPS evaluation concentrated on water, sewage, solid waste, and municipalities' departments. In all six provinces, Taqadum found a lack of documented SDPS and related indicators. Officials requested Taqadum support in the establishment of new SDPS to improve citizen services. Taqadum will provide technical assistance in establishing SDPS and in clarifying the respective roles of the PC and GO.

2.2 Essential Service Delivery Oversight (ESDO) Units

This quarter, Taqadum secured approval for the establishment of ESDO units in Babil and Wasit. Officials in Diwaniyah and Najaf also support the establishment of an ESDO unit but have not yet issued formal approval. Taqadum staff recently introduced the concept to Karbala PC and GO officials and will engage them further in the coming quarter. Taqadum continued to provide technical assistance to the joint PC-Amanat ESDO unit established in Baghdad last quarter.

Taqadum's Service Delivery Specialist describes the ESDO unit concept and rationale to Najaf PC and GO officials

2.3 Engaging DCs, NCs, and CAGs, in Oversight[2]

Taqadum has included District Councils (DCs), Nahya Councils (NCs), and Community Action Groups (CAGs) in service delivery oversight through membership in the ESDO units. Their important role has been pointed out to PC and GO officials during meetings regarding the ESDO concept. DCs and NCs play an active role in the Baghdad ESDO unit.

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[2] Note that District Advisory Councils (DACs) have been renamed District Councils (DCs) and Nahya Advisory Councils (NACs) have been renamed Nahya Councils (NCs).

2.4 Citizen Service Desks (CSDs)

Taqadum discussed the quality of services provided to citizens at CSDs with officials and staff from the Baghdad PC and Amanat, Babil GO, Karbala GO, and Salah ad Din PC. The discussions especially focused on the timeliness of responses to citizen complaints and areas of improvement that could be supported by Taqadum. The CSDs need clear operating procedures and improved mechanisms for effective communication with citizens. Taqadum will work the CSDs to develop an action plan to address these issues.

2.5 Legislative Tracking

This quarter, Taqadum staff gained the perspective of the Najaf PC Secretariat and the Najaf GO staff to on legislative tracking and began to identify areas that would benefit from Taqadum assistance. Taqadum will continue this effort in the coming quarter.

Accomplishments by Province

Implementation of Taqadum activities in the provinces is managed by the Baghdad HQ office and supported by four regional hubs, as follows:

- North (Erbil): Diyala, Kirkuk, Ninawa, and Salah ad Din
- Central (Baghdad): Anbar, Baghdad
- South Central (Hilla): Babil, Diwaniyah, Karbala, Najaf, and Wasit
- South (Basrah): Basrah, Dhi Qar, Maysan, and Muthanna

Taqadum initially concentrated its rollout to the provinces in the central and south central regions and then progressed to provinces in the north and south. Implementation of activities in those regions progressed as staffing increased. The following is a summary, by province, of Taqadum activities through Year 1 Quarter 4.

ANBAR

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Service Delivery, and Legislative Tracking • The Anbar PC and GO both provided Taqadum with office space within their buildings
OSTP	• Five provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Six provincial staff attended budget execution training, May 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Five provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Three provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Three provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
SDPS	• Taqadum is providing technical assistance to the Ramadi Municipality to review and update existing service delivery performance standards (SDPS) for solid waste collection.
CSDs	• Taqadum reviewed the quality of services provided to citizens at CSDs, identified areas for improvement, and is developing a plan for technical assistance and capacity building.

BABIL

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Service Delivery, Community Outreach, Budgeting, and Capacity Development • The Babil GO provided Taqadum with office space within the GO building
OSTP	• Two provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012 • Taqadum established a 16-member OSTP team in the Babil GO; completed 5-day self-assessment and data collection training; data collection conpleted
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Five provincial staff attended budget execution training, March 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Five provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Four provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Eight provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
SDPS	• Taqadum is providing technical assistance to the Babil GO to review and update existing service delivery performance standards (SDPS)
ESDO Units	• Taqadum secured approval for the establishment of a joint PC-GO EDSO unit in Babil.
CSDs	• Taqadum reviewed the quality of services provided to citizens at CSDs, identified areas for improvement, and is developing a plan for technical assistance and capacity building.

BAGHDAD

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Service Delivery, Citizen Participation, Legislative Tracking, and Capacity Development • The Baghdad PC provided Taqadum with office space within the PC building
OSTP	• Six provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012 • Taqadum establishing a 13-member OSTP team in the Baghdad PC; completed 5-day self-assessment and data collection training; data collection begun
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Six provincial staff attended budget execution training, May 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Seven provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Five provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012 • Taqadum completed *Foundations for Supporting Effective Local Government*, a 12-week IDP/B charette for Baghdad officials
Provincial Communications – PCs and GOs	• Five provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
SDPS	• Taqadum is providing technical assistance to the Baghdad Water, Municipalities, and Sewage departments to review and update existing SDPS
ESDO Units	• Taqadum initiated the establishment of the joint Baghdad PC-Amanat ESDO unit and continues to provide technical assistance to the unit
Engaging DCs, NCs, and CAGs in Oversight	• DCs and NCs play an active role in the Baghdad ESDO unit and the unit is engaging CAGs for participation in the unit
CSDs	• Taqadum reviewed the quality of services provided to citizens at CSDs with Baghdad PC and Amanat officials, identified areas for improvement, and brought together PC and Amanat officials to identify potential areas for cooperation; the Amanat will share its computerized CSD system with the PC

BASRAH

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Budgeting and Community Outreach • The Basrah PC and GO both provided Taqadum with office space within their buildings
OSTP	• One provincial official participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012 • Taqadum introduced OSTP and members are being nominated for the Basrah GO OSTO team
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Two provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Three provincial media staff participated in *Communications and Community Outreach Training*, September 2012

DHI QAR

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Budgeting, and Legislative Tracking • The Dhi Qar PC provided Taqadum with office space within the PC building
OSTP	• One provincial official participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Two provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • One provincial official participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Four provincial media staff participated in *Communications and Community Outreach Training*, September 2012

DIWANIYAH

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning and Budgeting • The Diwaniyah PC provided Taqadum with office space within the PC building
OSTP	• Six provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Five provincial staff attended budget execution training, March 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Three provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Four provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
SDPS	• Taqadum is providing technical assistance to the Diwaniyah Water, Municipalities, and Sewage departments to review and update existing service delivery performance standards (SDPS)
ESDO Units	• Taqadum introduced the ESDO unit concept to the PC and GO and is awaiting approval for establishment of the joint unit.

DIYALA

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Community Outreach • The Diyala PC provided Taqadum with office space within the PC building
OSTP	• Four provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Six provincial staff attended budget execution training in May 2012
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Three provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Three provincial media staff participated in *Communications and Community Outreach Training*, September 2012

KARBALA

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning and Community Outreach • The Karbala PC provided Taqadum with office space within the PC building
OSTP	• Two provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012 • Taqadum established a 15-member OSTP team established in the Karbala GO; completed 5-day self-assessment and data collection training; data collection completed
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Five provincial staff attended budget execution training in March 2012
Improved Capital Projects Planning Cycle	• Four provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Four provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Four provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
ESDO Units	• Taqadum introduced the ESDO unit concept to PC and GO officials and is awaiting approval to establish the joint unit
CSDs	• Taqadum reviewed the quality of services provided to citizens at CSDs, identified areas for improvement, and is developing a plan for technical assistance and capacity building

KIRKUK

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Service Delivery
OSTP	• Two provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012 • Taqadum established a 12-member OSTP team in the Kirkuk GO; completed 5-day self-assessment and data collection training; data collection ongoing
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Two provincial media staff participated in *Communications and Community Outreach Training*, September 2012

MAYSAN

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and is recruiting Project Specialists
OSTP	• Four provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Four provincial media staff participated in *Communications and Community Outreach Training*, September 2012

MUTHANNA

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning • The Sumawa Local Council provided Taqadum with office space within the council building
OSTP	• Four provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Two provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Three provincial media staff participated in *Communications and Community Outreach Training*, September 2012

NAJAF

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning and Legislative Tracking • The Najaf PC provided Taqadum with office space within the PC building
OSTP	• One provincial official participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Five provincial staff attended budget execution training in March 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Four provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Three provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
ESDO Units	• Taqadum introduced the ESDO unit concept to PC and GO officials and is awaiting approval to establish the joint unit.
CSDs	• Taqadum reviewed the quality of services provided to citizens at CSDs, identified areas for improvement, and is developing a plan for technical assistance and capacity building
Legislative Tracking	• Taqadum began to assess the legislative tracking process in Najaf with the Najaf PC Secretariat and GO.

NINAWA

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Service Delivery • The Ninawa GO provided Taqadum with office space within the GO building
OSTP	• One provincial official participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012 • Taqadum established a 15-member OSTP team in the Ninawa GO; 5-day self-assessment and data collection training scheduled for next quarter
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Four provincial media staff participated in *Communications and Community Outreach Training*, September 2012
SDPS	• Taqadum is providing technical assistance to the Ninawa PC Committee for Power and Services to review and update existing service delivery performance standards (SDPS)

SALAH AD DIN

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Service Delivery • The Salah ad Din GO provided Taqadum with office space within the GO building
OSTP	• Three provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Six provincial staff attended budget execution training in May 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Two provincial media staff participated in *Communications and Community Outreach Training*, September 2012

WASIT

Embedded Teams	• Taqadum established an embedded team with a Provincial Coordinator and Project Specialists for Planning, Budgeting, and Community Outreach • The Wasit PC and GO both provided Taqadum with office space within their buildings
OSTP	• Four provincial officials participated in *Provincial Governments: Centers of Excellence* National Conference, April 2012
GAPTIS & Financial Mgmt	• Taqadum assessed GAPTIS usage and its viability in light of MOP rollout of IDMS
Improved Budget Accountability	• Taqadum assessed the provincial budgeting process, systems used, and knowledge gaps to be used as a baseline for focused technical interventions and capacity building • Five provincial staff attended budget execution training in March 2012 • Taqadum provided technical assistance in the development of the 2013-2017 PDS and worked with officials to identify challenges faced when developing a PDS
Improved Capital Projects Planning Cycle	• Three provincial officials participated in *Provincial Development Strategy* National Workshop, June 2012 • Two provincial officials participated in *Provincial Development Strategies: Building Bridges of Cooperation between Provincial and Central Governments* National Workshop in September 2012
Provincial Communications – PCs and GOs	• Five provincial media staff participated in *Communications and Community Outreach Training*, September 2012
Effective Citizen Participation	• Taqadum conducted a survey of citizen outreach and participation mechanisms and processes
ESDO Units	• Taqadum introduced the ESDO unit concept to PC and GO officials and gained approval to establish a joint unit
CSDs	• Taqadum reviewed the quality of services provided to citizens at CSDs, identified areas for improvement, and is developing a plan for technical assistance and capacity building

Component I Accomplishments Against Expected Outcomes

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
1.1: Establish Sustainable Organizational self-Assessment and Transformation Program (OSTP) teams in 15 Provincial Governors' Offices (GOs) and/or Provincial Councils (PCs)	Conduct national conference with SMOPA to introduce Taqadum and OSTP to central and provincial government leaders	Develop OSTP materials, OSTP roll-out strategy, and capacity of Taqadum OSTP staff	Taqadum including the OSTP methodology is introduced to seven provincial government leadership Seven provinces will have established OSTP teams; two of these will have completed their first OSTP self-assessment.	Conference conducted with participation of 15 provinces OSTP methodology introduced in six provinces; OSTP teams established in five provinces. Self-assessment training completed in four provinces; self-assessments completed in two provinces	Basrah GO team nominated but not confirmed yet
Taqadum OSTP Group A provinces: *Babil GO, Karbala GO, Kirkuk GO, Baghdad PC[3]*	Initiate OSTP Phase I Step I *"Organizational commitment & team formation"*	Conduct OSTP Phase I Step II *"OSTP orientation and self-assessment training workshop"* for GO's/PCs OSTP Team. Initiate OSTP Phase II Step I *"Self-assessment data collection"* Provide ongoing Taqadum TA support during self-assessment data collection	Provincial leadership in the four OSTP Group A provinces have allocated staff for provincial OSTP teams, and committed 25% of these OSTP teams time to OSTP activities. The provincial OSTP teams have completed OSTP Phase I and at least two provinces initiated OSTP Phase II "Self-Assessment Benchmark Report Development"	OSTP methodology introduced, teams established, and orientation and self-assessment training conducted in four provinces: Babil, Baghdad, Karbala, and Kirkuk Data collection completed in: Babil and Karbala	

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[3] Though OSTP is implemented largely in the GOs, in Baghdad, the GO is less accessible and so this activity is focused on the Provincial Council.

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
Taqadum OSTP Group B provinces: *Ninawa GO, Baghdad GO, Basrah GO*		Initiate OSTP Phase I Step I *"Organizational commitment & team formation"*	Provincial leadership in the three OSTP Group B provinces have allocated staff for provincial OSTP teams, and committed 25% of these OSTP teams time to OSTP activities	OSTP team established in Ninawa OSTP team members nominated for Basrah	Basrah team approval expected early next quarter Unforeseen delays in working with Baghdad GO
1.2: Capacity building of local government associations (LGAs)		Conduct capacity analysis of LG associations Conduct interviews with COR, PCs, and GOs to determine demand for LGA services Develop a concept paper on representative and inclusive local government association(s) mission, goals, structure, and membership and develop action plan for the formation of such representative and inclusive LGA(s)	Complete organizational assessments of ILGA and other LGAs Action plan is developed for the formation of representative and inclusive LGA(s)	LGA needs analysis conducted in 11 PCs. LGA capacity assessment completed. Concept paper and action plan developed	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
1.3: Establishing Policy Units in GOs		Assess current provincial policy processes and capacity development needs in 15 provinces	Assessment of current provincial processes and capabilities in policy formations completed.	Concept introduced in two provinces. "Policy" has political implications when translated to Arabic. Developed new terminology	
1.4: Governorates Accounting and Project Tracking Information System (GAPTIS) and financial management	Provide GAPTIS consultant to assess the use and viability of GAPTIS in the 15 provinces	Provide a report on the use of GAPTIS and its viability in light of MoP roll out of Iraq Development Management System (IDMS)	Assessment on the use and viability of GAPTIS conducted in 15 provinces	GAPTIS assessment completed in 15 provinces	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
1.5: Improved budget accountability	Hold a national workshop on Provincial Development Strategy (PDS) updates for PC and GO planning units in all 15 provinces	Conduct an assessment on budget preparation, execution, and accountability in both GO and PCs in 15 provinces, and analyze budget accountability issues and recommend actions Assess all 15 provinces on issues in the preparation of capital planning and budgeting based on MoP and MoF regulations Develop a participatory model for Integrated Development Planning and Budgeting (IDP&B) process (preparation of PDS, PDP, PPL, and capital and operational budget)	Budget preparation and execution and accountability assessment performed in all 15 provinces and an action plan is prepared Assistance to Provinces were provided for the preparation of 2013 PDP, PPL, and provincial budget in accordance with MOP and MOF instructions A model of IDP&B is developed	Budgeting process assessment conducted in 15 provinces	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
1.6: Improved capital projects planning cycle		Develop project feasibility study and prioritization training materials in conjunction and in accordance with MOP regulations Collect information, map and assess the capital budget execution processes in three provinces.	Draft training materials are developed for feasibility studies and project prioritization Gaps and issues in capital projects budget execution process are identified.	PDS technical assistance to 11 provinces. IDP/B Charette in Baghdad conducted. Three-day national workshop on provincial annual planning and budgeting process.	
1.7: Improved provincial communications — PCs and GOs (outreach)		Assess existing provincial government communications strategies and procedures in six provinces. Hold regional workshops on provincial government communications including messaging, media channels, and monitoring messaging effectiveness	PCs and GOs build their capacity to communicate with citizens Communications strategies are assessed in six provinces	Communications and Community Outreach Training provided to 57 media staff from PCs and GOs in 15 provinces, and to 20 media staff from the central ministries.	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
1.8: Provincial communication to central government		Research current status of provincial-ministerial communications and identify gaps in lines of communication in three provinces Develop communications plan for PCs and GOs with central government line ministries in three provinces	Provincial communications processes in three provinces are fully mapped and gaps/areas for improvement are identified Draft provincial communications template with central government line ministries is completed for three provinces	No activity	
1.9: Effective Citizen Participation		Conduct interviews with PCs, GOs, NACs, DACs, CAGs and citizens in three provinces to measure current citizen participation practices. Draft strategies for improved citizens' participation.	Citizen participation draft strategy report completed in three provinces.	Citizen participation review conducted in 7 provinces: Anbar Babil Baghdad Diwaniyah Karbala Najaf Wasit	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
1.10: Governance Effectiveness Index (GEI)	Draft GEI survey through consultation with stakeholders	Complete GEI survey tool Test GEI tool in one pilot province to adjust and validate its final content	GEI survey tool drafted and tested	GEI survey tool drafted and being reviewed internally	

Component II Accomplishments Against Expected Outcomes

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
2.1: Establish service delivery performance standards that are supported by central ministries and adopted by provincial authorities	Initiate research of existing performance standards for public services through interviews with ministries and provincial government in three provinces (focusing on water, sewage and solid waste management)	Continue research of existing performance standards in three provinces Research quality and quantity standards available at the ministries Draft reports on findings and recommendations	Completed report on performance standards and provisions	Began assessment of existing SDPS in six provinces: Anbar Babil Baghdad Diwaniyah Ninawa Wasit	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
2.2: Establish ESDO Units that coordinate PC and GO efforts to monitor and oversee the services of ministerial departments and directorates	Identify key provincial stakeholders at GO and PC including stakeholders such as NACs, DACs and CAGs to champion ESDO in three provinces	Develop concept model framework for the ESDO unit's structure, functions and SOPs, and obtain buy-in from provincial government Form stakeholders working groups (WG) to establish the unit in three provinces	Developed plans for establishing ESDO units in three provinces	ESDO unit established in Baghdad Approval for establishing ESDO unit in Babil and Wasit Engaged in discussions with Najaf and Diwaniyah Introduced concept in Karbala	
2.3: Engage DACs, NACs, and CAGs in Executive Service Delivery Oversight	Conduct initial discussions regarding councils role' in ESDO units	Support DACs NACs and CAGs participation in establishing ESDO units in three provinces	DACs, NACs and CAGs engaged in ESDO Units formation in three provinces	Discussed important role of councils in ESDO unit concept discussions Active role in Baghdad ESDO unit	
2.4: Establish Citizen Service Desks		Survey existing citizen service desks and similar systems for providing information and services to citizens in three provinces Develop concept for citizen services desks, present to three provinces, and obtain commitments.	Initial assessment of existing service desks completed in three provinces Re-engineering service desk concept developed and introduced in three provinces RFAs developed and received from CSOs.	Initial assessment begun in four provinces: Babil Baghdad Karbala Salah ad Din	

OBJECTIVE/ ACTIVITY	QUARTER 3 April – June 2012	QUARTER 4	EXPECTED OUTPUT/ OUTCOME	ACTUAL OUTPUT/ OUTCOME	COMMENTS
2.5: Legislation tracking system		Assess current legislative tracking systems; identify bottlenecks and weaknesses in three provinces. Develop the concept of improved legislative review and tracking processes in the three provinces.	Assessment of existing legislative processes completed in three provinces and concept on improvements drafted.	Began assessment in Najaf	

Cross-cutting Activities

Gender

Taqadum considers gender issues in all phases of project implementation and encourages the participation of women in trainings and other project events. Taqadum has highlighted the role of female stakeholders in promoting good governance by including female Iraqi leaders in

central and provincial government in its activities. In many cases, these women have taken on leading roles in the activities. Ms. Anwar Bunni, General Director for International Cooperation at the MOP, led a major portion of the Taqadum *Provincial Development Strategies: Building Bridges of Cooperation between Central and Provincial Governments* National Workshop. Mrs. Halla Kamil, also from the MOP, delivered a presentation on Iraq's technical cooperation with other countries. Dr. Sabah Al-Tamimi, Baghdad PC member, and Ms. Intesar Al-Safi, Manager of the Baghdad GO Planning and Follow-up Department, actively participated in the breakout sessions and overall discussions during the workshop.

"The provincial governments face many challenges in the implementation of projects," stated Ms. Intesar Al-Safi, Manager of the Baghdad GO's Planning and Follow-up Department. "Things are not going smoothly."

Ms. Bunni and Ms. Al-Safi also took on active roles in the Taqadum IDP/B Charette in Baghdad, offering valuable information regarding existing challenges and possible solutions in the provincial planning process and implementation of provincial projects. Ms. Nawal Al-Arajee, Chair of the Baghdad PC Economic Committee, was also involved in the IDP/B charette.

Ms. Mahdiya Abed Hasan, Vice Chair of the Baghdad PC NGO Committee, took part in the IDP/B charette and other Taqadum planning activities and will soon participate in Taqadum community outreach efforts. Dr. Basima Abdel Amir, Vice Chair of the Baghdad PC Citizens' Affairs Committee participated in Taqadum activities related to evaluating and improving services at CSDs. Taqadum also worked with Ms. Saba Ramadan, Head of the Ninawa GO International Support Committee, on the establishment of the OSTP team, and with Ms. Hutaf Abdul Fattah, Manager of the Capacity Development Center for the Ninawa GO, on potential areas for Taqadum support. Additional women leaders representing PC and GO officials and staff have been included in Taqadum training and activities in communications and community outreach, planning and budgeting, and CSDs. Taqadum will continue to encourage the participation of women in all of its activities.

Women comprise 22% of Taqadum staff and they set examples in senior roles such as Deputy Chief of Party, Communications and Reporting Specialist, Procurement and Subcontracts

Manager, and Organizational Development Advisor. Iraqi women at Taqadum have also taken on leading roles as Human Resources Director, Policy Advisor, and Gender/ Vulnerable Populations Specialist. Women fulfill additional roles important to Taqadum program and administrative activities including project specialists in capacity development, community outreach, planning, budgeting, M&E, and office management.

Taqadum's Gender/Vulnerable Populations Specialist joined Taqadum late in the fourth quarter. She initiated an overall review of gender-inclusion in project activities and began to assess the involvement of women in the PCs, beginning with the Baghdad PC. Taqadum will continue to work towards increasing the involvement of women in all project activities.

Internally Displaced and Vulnerable Populations

Last quarter, Taqadum staff consulted with local government and NGO representatives who work with vulnerable populations to gather information about efforts to support vulnerable populations. A baseline survey to assess governmental information sharing and awareness of internally displaced and vulnerable populations by local governments was drafted and piloted during a roundtable meeting conducted last quarter. The survey was finalized this quarter along with the Taqadum vulnerable populations' strategy report and will be implemented in the next quarter. As appropriate, Taqadum will provide customized assistance to local governments to promote coordination with NGOs that work with vulnerable populations.

Anti-corruption

Taqadum supports anti-corruption initiatives by building the capacity of provincial and local governments to operate transparently and inclusively. Taqadum activities and training in budget, planning, and communications and community outreach promote transparency and accountability. The inclusion of DCs and NCs in ESDO and other areas also contribute to increased transparency and accountability. Taqadum will continue to work with provincial governments to enhance citizen outreach and participation in provincial planning, ESDO, and CSDs.

Performance Indicators

Indicator	Description	Disaggregation	Y1 Target	Y1 Actual	Variance	Significant Variance Notes
1	Citizen Satisfaction Index	Province	100	100	0	Baseline
2	Government Effectiveness Index	Province	100	-	N/A	The GEI tool has been developed and will be implemented
3	Number of units implementing newly devolved functions and authorities as a result of GSP assistance	Province	0	0	0	
4	Number of women who report improved self efficacy as a result of GSP-supported training	Province	60	68	8	
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule with GSP assistance	Province	0	7	7	Technical assistance to governorate accounting units during Quarter1 and 2 yielded results earlier than expected
6	Number of provincial planning or budgeting standards operating procedures drafted or revised with GSP assistance	Province	3	20	17	Provincial planning assistance resulted in SOP revisions earlier than expected
7	Percentage of the participants of the provincial planning process that are women	Province	10%	2%	0	There are few women within the planning committees. This situation should improve with GSP gender awareness training, and as the committees are reformed.
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	Province	0	9	9	GSP training in budget execution supported capital investment budget execution reporting

Indicator	Description	Disaggregation	Y1 Target	Y1 Actual	Variance	Significant Variance Notes
9	Number of government officials receiving GSP training in community outreach and citizen participation	Men	60	57	-3	
		Women	20	10	-10	There are fewer available qualified women than expected in local government. This situation should improve as GSP conducts gender awareness raising.
		Total	80	67	-13	Deficiency stems from shortfall in women trainees. See above.
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process	Province	160	270	110	Training was extended to respond to supplemental requests by the provinces.
11	Number of consensus building forums (multi-party, civil/security, and/or civil/political) held with GSP assistance	Province	3	34	31	GSP activities supporting Law 21 analysis and ILGA have accelerated consensus-building opportunities
12	Number of local government officials receiving training from provincial universities, CSOs, local government institutions and associations with GSP support	Male	0	0	0	
		Female	0	0	0	
		Total	0	0	0	
13	Number of trainings provided to local government officials by universities, CSOs, local government institutions and associations with GSP support	Province	0	0	0	

Indicator	Description	Disaggregation	Y1 Target	Y1 Actual	Variance	Significant Variance Notes
14	Number of new or improved systemized process for monitoring service delivery as a result of GSP assistance	Province	0	0	0	
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance	Province	0	0	0	
16	Number of essential service delivery oversight units and committees established or expanded through GSP assistance	Province	0	4	4	Babil, Najaf and Wasit have been more receptive to ESDO concept than anticipated
17	Number of service desks established or expanded through GSP assistance	Province	0	2	2	Dhi Qar and Diyala were poised for GSP assistance in establishing service desks ahead of schedule
18	Number of issues/complaints captured by citizen services desks and reported to provincial government	Province	0	14,607	14,607	During Year 1 a survey of the absence or existence of citizen complaints gathering mechanism was performed in volunteer provinces to provide rationales to support organization and systematization of citizen complaints consideration by the provincial authorities
19	Number of service improvement projects adopted and funded through ARDP	Road	150	859	709	Baseline estimates were low. Targets will be adjusted in the Year II Workplan and PMP revisions.
		Water	150	546	396	
		Waste Water	150	196	46	
		Trash Collection	150	305	155	
		Total	600	1,906	1,306	

Indicator	Description	Disaggregation	Y1 Target	Y1 Actual	Variance	Significant Variance Notes
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance	Province	0	2	2	GSP assisted Wasit in developing performance standards for water and sewage.
21	GOI cost share contributions as a percentage of direct activity costs		10%	3.43%	0	Cost sharing has recently been added to the GSP program. This indicator will improve next quarter.
22	Number of sub-national government entities receiving GSP assistance that improves their performance (IR-1)		75	96	21	
23	Number of government officials receiving GSP-supported anti-corruption training	Male	68	197	129	Additional provincial planning activities, supporting anti-corruption objectives, we added this quarter in response to MOP and MOF requests
		Female	23	41	18	
		Total	91	238	147	

Performance Indicators by Province (Anbar – Diyala)

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
1	Base Year Values on the Citizen Satisfaction Index	100	100	100	100	100	100	100	100	100	100	100
2	Base Year Values on the provincial government effectiveness Index	100	-	100	-	-	-	-	-	-	-	-
3	Number of units implementing newly devolved functions and authorities	0	0	0	0	0	0	0	0	0	0	0
4	Number of women who report increased self efficacy at the conclusion of a training supported by GSP	60	68	60	8	0	8	7	5	3	3	8
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule	0	7	0	7	1	1	0	0	0	1	0
6	Number of provincial planning or budgeting standards operating procedures drafted or revised with GSP assistance	3	20	3	17	0	4	7	9	0	0	0
7	Percentage of women participating in the process of provincial planning	10%	1.67%	0	0	0%	0%	0%	0%	14%	0%	0%
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	0	9	0	9	1	1	1	0	1	0	1

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
9	Number of government officials receiving GSP training in conducting community outreach and citizen participation processes	60	57	60	-3	4	2	3	4	4	4	10
		20	10	20	-10	0	2	1	0	0	1	2
		80	67	80	-13	4	4	4	4	4	5	12
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process	160	270	160	110	18	18	18	18	18	18	18
11	Number of consensus building forums Multi-party, civil/security, and/or civil/political) held with GSP assistance	3	34	3	31	3	3	3	1	1	2	0
12	Number of local government officials receiving training from provincial universities, CSOs, local government institutions and associations with GSP support	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
13	Number of trainings provided to local government officials by universities, CSOs, local government institutions and associations with GSP support	0	0	0	0	0	0	0	0	0	0	0
14	Number of systemized process for monitoring service delivery	0	0	0	0	0	0	0	0	0	0	0
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance	0	0	0	0	0	0	0	0	0	0	0

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
16	Number of essential service delivery oversight units and committees established or expanded through GSP assistance	0	4	0	4	0	2	0	0	0	0	0
17	Number of service desks established or expanded through GSP assistance	0	2	0	2	0	0	0	0	1	0	1
18	Number of issues/ complaints/captured by citizen services desks and reported to provincial government	0	14607	0	14,607	3 600	4,053	6,000	0	504	137	70
19	Number of service improvement projects adopted and funded through ARDP	150	859	150	709	97	295	106	2	15	47	0
		150	546	150	396	62	26	111	0	9	57	0
		150	196	150	46	3	4	94	0	4	4	0
		150	305	150	155	11	0	189	0	2	13	0
		600	1906	600	1,306	**173**	**325**	**500**	**2**	**30**	**121**	**0**
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance	0	2	0	2	0	0	0	0	0	0	0
21	Percentage of GOI cost share met	10%	$512,975	0	3.43%	$25,605	$90,307	$87,219	$21,649	$18,481	$25,845	$13,978
22	Number of sub-national government entities receiving GSP assistance that improves their performance (IR-1)	75	96	75	0	6	10	12	8	7	8	2

No	Indicator	Target	All provinces	Target	Variance	Anbar	Babil	Baghdad	Basrah	Dhi Qar	Diwaniyah	Diyala
23	Number of government officials receiving GSP-supported anti-corruption training	68	197	68	122	12	32	36	12	4	7	6
		23	41	23	-27	2	2	25	0	1	0	2
		91	238	91	95	14	34	61	12	5	7	8

Performance Indicators by Province (Karbala - Wasit)

No	Indicator	Target	All provinces	Target	Variance	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
1	Base Year Values on the Citizen Satisfaction Index	100	100	100	100	100	100	100	100	100	100	100	100
2	Base Year Values on the provincial government effectiveness Index	100	-	100	-	-	-	-	-	-	-	-	-
3	Number of units implementing newly devolved functions and authorities	0	0	0	0	0	0	0	0	0	0	0	0
4	Number of women who report increased self efficacy at the conclusion of a training supported by GSP	60	68	60	8	1	2	3	4	2	11	2	9
5	Number of provincial capital investment budgets and operating budgets submitted to MOP on schedule	0	7	0	7	2	0	0	0	0	0	0	2
6	Number of provincial planning or budgeting standards operating procedures drafted or revised with GSP assistance	3	20	3	17	0	0	0	0	0	0	0	0

No	Indicator	Target	All provinces	Target	Variance	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
7	Percentage of women participating in the process of provincial planning	10%	1.67%	0	0	0%	0%	0%	2%	9%	0%	0%	0%
8	Number of provinces that meet the MoP/MoF reporting requirements and deadlines	0	9	0	9	0	0	1	1	0	1	0	1
9	Number of government officials receiving GSP training in conducting community outreach and citizen participation processes	60	57	60	-3	3	2	4	2	4	4	3	4
		20	10	20	-10	2	0	0	0	0	0	2	0
		80	67	80	-13	5	2	4	2	4	4	5	4
10	Number of trainings hours provided to government officials by GSP in conducting community outreach and citizen participation process	160	270	160	110	18	18	18	18	18	18	18	18
11	Number of consensus building forums Multi-party, civil/security, and/or civil/political) held with GSP assistance	3	34	3	31	3	2	3	1	3	3	3	3
12	Number of local government officials receiving training from provincial universities, CSOs, local government institutions and associations with GSP support	0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0
13	Number of trainings provided to local government officials by universities, CSOs, local government institutions and associations with GSP support	0	0	0	0	0	0	0	0	0	0	0	0
14	Number of systemized process for monitoring service delivery	0	0	0	0	0	0	0	0	0	0	0	0
15	Number of service delivery issues reported to line services ministries as a result of GSP assistance	0	0	0	0	0	0	0	0	0	0	0	0

No	Indicator	Target	All provinces	Target	Variance	Karbala	Kirkuk	Maysan	Muthanna	Najaf	Ninawa	Salah ad Din	Wasit
16	Number of essential service delivery oversight units and committees established or expanded through GSP assistance	0	4	0	4	0	0	0	0	1	0	0	1
17	Number of service desks established or expanded through GSP assistance	0	2	0	2	0	0	0	0	0	0	0	0
18	Number of issues/ complaints/captured by citizen services desks and reported to provincial government	0	14607	0	14,607	0	0	0	0	2,046	207	1,458	132
19	Number of service improvement projects adopted and funded through ARDP	150	859	150	709	71	34	11	84	18	21	14	44
		150	546	150	396	28	35	8	71	19	55	30	35
		150	196	150	46	13	5	6	10	13	16	13	11
		150	305	150	155	9	1	1	0	2	65	1	11
		600	1906	600	1,306	**121**	**75**	**26**	**165**	**52**	**157**	**58**	**101**
20	Number of provincial performance standards developed in coordination with line ministries to address service delivery issues through GSP assistance	0	2	0	2	0	0	0	0	0	0	0	2
21	Percentage of GOI cost share met	10%	$512,975	0	3.43%	$59,345	$18,563	$9,467	$9,166	$20,478	$27,472	$25,124	$41,413
22	Number of sub-national government entities receiving GSP assistance that improves their performance (IR-1)	75	96	75	0	7	8	5	5	8	2	2	6
23	Number of government officials receiving GSP-supported anti-corruption training	68	197	68	122	12	20	4	9	14	6	9	14
		23	41	23	-27	4	2	1	0	0	1	0	1
		91	238	91	95	16	22	5	9	14	7	9	15

Coordination

Taqadum leverages USG resources by coordinating with other partners and donors, including the USAID-Tarabot project. This quarter, Taqadum and Tarabot senior management met regularly to coordinate activities to avoid duplication. In Ninawa, Taqadum and Tarabot staff discussed ways to collaborate on project support for the newly established Ninawa Provincial Steering Committee (PSC). Taqadum also participated with Tarabot in a coordination meeting of the Muthanna PSC with representatives from the Muthanna PC, GO, and local ministerial departments. Taqadum attended Tarabot's workshop on September 5 on strategic planning.

Taqadum COP discussed Taqadum objectives and approach with USAID South Regional Advisor Garret Harries in Basrah on July 8. Taqadum presented an overview of Taqadum objectives, approach, and major accomplishments to USAID Mission Director Tom Staal in Baghdad on September 16. Taqadum staff also presented highlights of the project's accomplishment in the north during the Mission Director's visit to Erbil on September 24.

Taqadum meets regularly with Dr. Torhan Al-Mufti, State Minister of Provincial Affairs (SMOPA) to provide an update on Taqadum activities and to receive feedback and insight on new or pressing issues within the provinces. SMOPA has provided office space for Taqadum within the ministry building, which further facilitates coordination with SMOPA and communications with the provinces.

Taqadum COP (R) updates the State Minister for Provincial Affairs (L) on project activities

Taqadum will participate in Tarabot's conference on administrative reform in Basrah next quarter. In addition, Taqadum will host Tarabot, USAID-CBO, UNDP, and MOP next quarter to present the results of the GAPTIS assessment and to discuss the best way to move forward in light of the MOP's IDMS program and plans to integrate IDMS in all provinces.

Challenges

Taqadum continues to face challenges resulting from security-related restrictions to movement which impact implementation of project activities. Movement restrictions impact local national staff as well as expatriate staff.

Obtaining visas remained difficult this quarter, delaying the initial deployment and return of some expatriate staff to post. The visa issue has been resolved for most staff but continues to present delays for some long-term expatriate staff and short-term consultants.

Monitoring and Evaluation

This quarter, Taqadum refined M&E processes to support data collection, documentation, and reporting of project activities from the 15 provinces. Performance indicator values and supporting documentation were collected, verified, and entered into the USAID-CBO data call instrument. The Taqadum DCOP and M&E Specialist attended QED's PMP review and recommendation session, which provided valuable lessons learned from other implementing partners PMP. Taqadum reviewed the PMP with USAID-CBO and made minor modifications to simplify the calculations for intermediate results and indicators.

Taqadum updated the M&E database architecture to accommodate GOI cost-sharing requirements. Taqadum is testing the new feature and this portion of the database will be operational next quarter.

Completed Procurement

Procurement Activity	Achievements and Status
Analyses of Law 21	Taqadum awarded, five fixed price subcontracts to five Iraqi civil society organizations to conduct analyses on Law 21 and amendments. Subcontractors submitted all deliverables and vendors have been paid. Status: Complete
IT Hardware and other Equipment	Taqadum procured IT and office supplies to equip Taqadum's regional project offices in this quarter, including project laptops; printers, cameras; cell phones and office furniture for Taqadum's employees in provincial government offices. Status: Complete
IT Software	Taqadum procured additional software to equip project computers, including Windows 7 Pro, MS Office 2010; licenses for internet security software. Status: Complete
Regional Workshops "Provincial government communications and community outreach" in Erbil September 9-10 and Baghdad September 11-12, 2012	Taqadum provided accommodation for participants from 10 provinces on September 9-10 at Erbil's Arabela Hotel and in Baghdad's Sabeel hotel on September 11-12, 2012. Taqadum procured stationary, meals and tea-breaks for attendees during the both two day workshops. Status: Complete
National Workshop "Provincial Development Strategies: Building Bridges of Cooperation Between Central and Provincial Governments" September 18-20, 2012	Taqadum provided accommodation for 70 officials from provincial governments and relevant federal ministries on September 18- 20 in Sulaymaniyah Hotel. Taqadum procured stationary, meals and tea-breaks for attendees during the three day conference. Status: Complete
Rolled out year 2 Activities at National weekend Workshop in Erbil, September 27-30, 2012	Taqadum provided accommodation for 79 program staff on September 27-30, 2012 in Erbil's Canyon Hotel. Taqadum procured tea-breaks and stationery for attendees during three day workshops. Status: Complete

Four Regional "Organizational Self-Assessment and Transformation Program (OSTP)" Workshops for GO officials of Karbala, Kirkuk, Ninawa and PC officials of Baghdad	Taqadum provided accommodation for participants from Ninawa province on September 30- 4 October, at Erbil's Arabela Hotel. Taqadum procured stationary, meals and breaks for workshop's attendees for GO official of Karbala July 8-12, Kirkuk on September 2-6, and PC officials of Baghdad on September 16-20, 2012. Status: Complete

Anticipated Major Procurements for Y2Q1
20 laptops for Taqadum newly hired staff   20 licenses of Microsoft Windows Pro 7   20 licenses of Microsoft Home and Business 2012   20 licenses of computer antivirus software   - Stationary and materials for Taqadum's anticipated workshops   - Furniture and equipment for Taqadum's project offices in Basrah   - Furniture and equipment for Taqadum's employees in provincial government offices   - Accommodation and meals for "Provincial Development Strategy" workshop for 15 provinces in   - Accommodation and meals for anticipated monthly regional workshops throughout Iraq.   - Service agreement for Internet connections in Taqadum regional embedded offices, translation, legal, audit and printing services

Staffing

Long term Support and Professional Staff

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Lutfi Tahir Jaafar	Provincial Coordinator	Program	Chemonics	Long-term	Jul 01, 2012	
Moatasim Suhail Muzher	Provincial Coordinator	Program	Chemonics	Long-term	Jul 01, 2012	
Ahmed AbdulMune'em AbulKareem	IT Specialist	Admin	Chemonics	Long-term	Jul 03, 2012	
Hiba Allah Mohammed Noor	Administrative Assistant	Admin	4 Points	Long-term	Jul 22, 2012	
Ahmed Dhafer Mohammed Al-Gubori	Junior Administrative Assistant	Admin	Chemonics	Long-term	Jul 23, 2012	
Hussein Atiyah Hammoodi	Project Specialist - Planning	Program	Chemonics	Long-term	Jul 29, 2012	
Shihab Hamad Khalaf	Project Specialist - Service Delivery	Program	Chemonics	Long-term	Jul 29, 2012	
Ussama Tariq Baker Al Shmari	LGA Specialist	Program	Chemonics	Long-term	Aug 01, 2012	

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Mohammed Tareq Abdulateef	HR Administrative Assistant	Program	Chemonics	Long-term	Aug 01, 2012	
Maytham Mohammed Hussein Al-Qayyim	Provincial Coordinator	Program	Chemonics	Long-term	Aug 01, 2012	
Khalil Abdulhussein Radhi	Project Specialist - Service Delivery	Program	Chemonics	Long-term	Aug 01, 2012	
Hayder Ali Abd	Provincial Coordinator	Program	Chemonics	Long-term	Aug 01, 2012	
Raja AL-Shakarchi	Provincial Coordinator	Program	4 Points	Long-term	Aug 01, 2012	
Ahmed Abuljabbar Mirza Hussein	Provincial Coordinator	Program	Chemonics	Long-term	Aug 05, 2012	
Aseel Hussein Fawzi	Knowledge Management Specialist	Admin	Chemonics	Long-term	Sep 03, 2012	Sep 30, 2012
Ammar Waleed Mahmood Al Shami	Editor/ Translator	Program	Chemonics	Long-term	Sep 03, 2012	
Hussein Abdulameer Ahmed Al-Khafaji	Procurement Specialist	Admin-Procurement	Chemonics	Long-term	Sep 03, 2012	
Ohood Hammood Salih Al-Hachami	Project Specialist-Budgeting	Program	Chemonics	Long-term	Sep 03, 2012	
Ra'ad Khalaf Abdulkareem Al-Baheli	Project Specialist-Planning	Program	Chemonics	Long-term	Sep 03, 2012	
Bassam Fadhil Abdulkareem Al-Baghdadi	Project Specialist-Planning	Program	Chemonics	Long-term	Sep 03, 2012	
Dhiyaa Abdulhussein Saleh Al-Saedi	Bookkeeper	Admin-Finance	Chemonics	Long-term	Sep 03, 2012	
Saad Dakhil Sultan Al-Badri	Project Specialist-Community Outreach	Program	Chemonics	Long-term	Sep 03, 2012	
Abdulridha Hassan Saud Jaber	Project Specialist-Budgeting	Program	Chemonics	Long-term	Sep 03, 2012	

Name	Job Title	Component	Firm	Employment Type	Start Date	End Date
Raad Ahmed Mahmood	Project Specialist-Service Delivery	Program	Chemonics	Long-term	Sep 03, 2012	
Raid Abdulbari Kraidi	Project Specialist-Planning	Program	Chemonics	Long-term	Sep 09, 2012	
Makki Shakir Harib	Project Specialist-Legislative Tracking	Program	Chemonics	Long-term	Sep 16, 2012	
Harith Amir Mohammed	Project Specialist-Community Outreach	Program	Chemonics	Long-term	Sep 16, 2012	
Ahmed Mohammad Hussein	Project Specialist-Community Outreach	Program	Chemonics	Long-term	Sep 16, 2012	
Hayder Abbood Nazzal	Project Specialist-Planning	Program	Chemonics	Long-term	Sep 16, 2012	
Salam Abdulkareem Mahdi Al-Smism	Gender/ Vulnerable Population Specialist	Program	Chemonics	Long-term	Sep 17, 2012	
Ghassan Shamkhi Jabbar Al-Salih	Project Specialist-Legislative Tracking	Program	Chemonics	Long-term	Sep 17, 2012	
Yasir Mutlag Abdullah Al-Jiboory	Project Specialist-Service Delivery	Program	Chemonics	Long-term	Sep 20, 2012	
Laith Allawi Hasan AL-Shammari	Project Specialist-Budgeting	Program	Chemonics	Long-term	Sep 23, 2012	
Salam Abdulkareem Hussein	Project Specialist-Legislative Tracking	Program	Chemonics	Long-term	Sep 25, 2012	

Short-term Technical Assistance

Name	Component	SOW Activity	Firm	Employment Type	Arrival Date	Departure Date
Aziz Shaheen	Component 1	Senior Budgeting and Public Finance Specialist	Tetra Tech ARD	Short-term	Jun 22, 2012	Sep 7, 2012
Patrick Forbes	Component 1	Communications Advisor (STTA	Chemonics	Short-term	Aug 22, 2012	Sep 14, 2012
Chris Bergerson	Admin	HO Recruiter	Chemonics	Short-term	Sep 12, 2012	Oct 26, 2012
Sawyer Blazek	Admin	Hilla Transition Coordinator	Chemonics	Short-term	Sep 12, 2012	Oct 4, 2012
Martin Mayerchak	Component 1	Organizational Development Advisor	Kaizen	Short-term	Sep 26, 2012	Oct 18, 2012

Activities for Next Quarter (October 1, 2012 to December 31, 2012)

Activity	Component	Date
Priority Checklist Rollout (15 provinces)	1 + 2	Oct-Nov 2012
Training workshop for Anbar PC members (Planning, PDS)	1	Oct-Nov 2012
OSTP Trainings	1	Oct-Dec 2012
Citizen outreach survey (8 provinces)	1	Oct-Dec 2012
Training workshops for Baghdad PC Planning Team	1	Oct-Dec 2012
Gathering Data for GEI	1	Nov 2012
Law 21 Workshop	1	Dec 2012
OSTP Conference	1	Dec 2012